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DEPARTMENT OF TRANSPORTATION

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Subsidized Taxi Programs for Elderly and Handicapped Persons in the San Francisco Bay Area

September 1977

Service and Methods Demonstration Program



U.S. DEPARTMENT OF TRANSPORTATION Urban Mass Transportation Administration and Transportation Systems Center

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16. Abstract

This report examines subsidized taxi systems serving elderly and handicapped persons in six locations in the San Francisco Bay Area. The systems studied are San Leandro Santa Clara County, Sunnyvale, Palo Alto, Lafayette, and Fremont. These systems are designed to deliver taxi service at a reasonable cost to target groups residing within the program areas. The objectives of this report are: 1) to describe six programs which deliver transportation service to elderly and handicapped persons utilizing the subsidized taxi mode; 2) to identify the essential similarities and differences among these programs; 3) to illustrate, in qualitative terms, the nature of the costs, efficiencies and impacts on taxi operators, subsidizers, and users of the six approaches; and 4) to interpret this information and identify those findings which appear to be transferable to planners in other localities.

The analysis is gathered from available existing data concerning the six programs studied as well as the perceptions of the administrators, taxi providers, and clients. In all locations, the subsidized taxi programs are successfully delivering transportation service to elderly and handicapped residents as evidenced by rising client enrollment and ridership volumes. Overall, response to the programs has been and continues to be extremely favorable. Also, the service furnishes additional revenues for the taxi providers, and evens out fluctuations in the demand for service during their base period. The subsidized taxi system offers much promise as a mean of delivering service to most elderly and handicapped individuals.

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PREFACE

Subsidized taxi service constitutes one of the diverse approaches to the problem of providing accessible public transportation to elderly and handicapped individuals; a variety of special programs utilizing such an approach are currently ongoing in the San Francisco Bay Area.

Crain & Associates, one of the evaluation contractors of the Service and Methods Demonstration Program, has evaluated six of these subsidized taxi programs under contract to TSC. This report highlights the main features of the six programs and evaluates the subsidized taxi mode with respect to costs, efficiencies, and impacts on subsidizers, operators, and users of the service; in addition, those findings which appear to be transferable to other localities are identified. The intent is to assist other agencies and local governments interested in delivering transportation service to elderly and handicapped individuals.

Sydwell Flynn conducted the fieldwork and performed the data analysis, and Pamela Bloomfield assumed primary responsibility for the writing and preparation of the report. The work reported here was completed under the direction of John Crain.

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EXECUTIVE SUMMARY

This report examines subsidized taxi programs in six locations: San Leandro, Santa Clara County, Sunnyvale, Palo Alto, Lafayette and Fremont.* All six programs are successfully delivering transportation service to elderly and handicapped residents, as evidenced by rising client enrollments and ridership volumes.

The findings of this report contain a number of implications for transferability:

- 1. As a mode of providing transportation to elderly and handicapped people, subsidized taxi service appears to be economically viable and less costly than most demand-responsive bus systems.
- 2. Subsidized taxi service requires little or no consumer education or training; start-up and transition problems therefore tend to be minimal.
- 3. Concerns that subsidized taxi programs will trigger impossibly high levels of demand appear to be groundless; nevertheless, phased implementation of the service constitutes an important element of the planning process.
- 4. Taxi operators appear ready and willing to participate in arrangements with local governments, social service agencies, and other subsidizers in order to provide taxi service to elderly and handicapped people. Moreover, they have not insisted on reimbursement for additional administrative effort.
- 5. Subsidized taxi programs exhibit a variety of workable financial arrangements among taxi operators, clients and subsidizers of the service; however, there is some evidence that prepayment schemes are undesirable. Tickets which the subsidizer prepurchases from the taxi company are not always bought or used by the clients of the

^{*} See Figure S-1

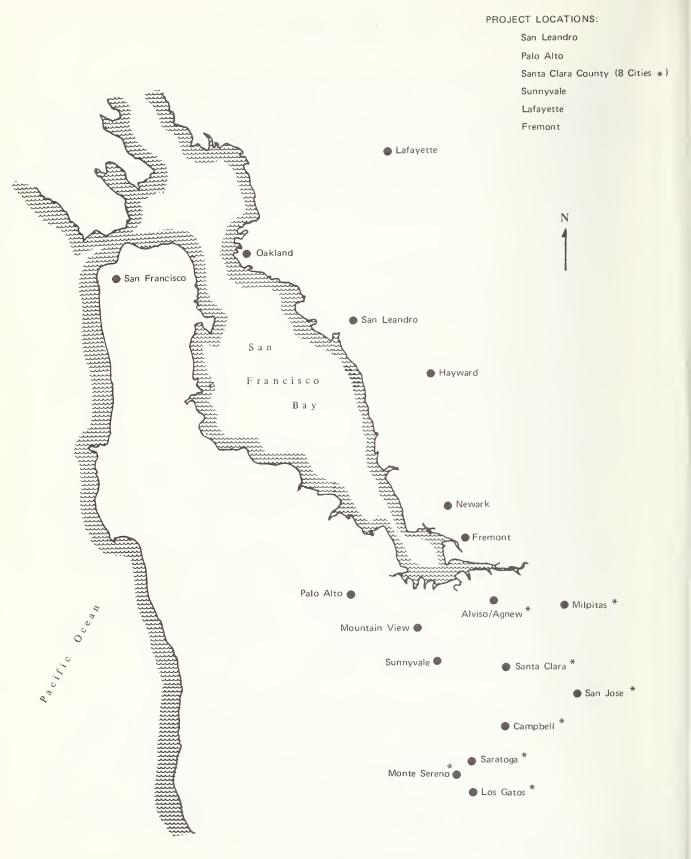


FIGURE S-1. PROJECT LOCATIONS

- service within the same time period; thus, the taxi company may be paid for services that are not rendered.
- 6. In most programs studied, the administrative problems of sponsoring agencies have been minor. Agency administration of programs has generally added about 15% to transportation costs.
- 7. Elderly and handicapped clients seem to experience no major problems in utilizing taxi service or managing payment systems involving scrip, voucher sheets, reorder forms, and the like.
- 8. There are some indications that clients are reluctant to exercise the option of group-riding. As the latter serves to reduce the total cost per passenger trip, it merits further attention and effort on the part of program administrators.
- 9. None of the systems studied have a total capability; i.e., none are able to serve elderly and handicapped people who cannot use taxis. Nevertheless, they are without question regarded as viable by their client populations, their administrators, and their communities.



1. INTRODUCTION

1.1 BACKGROUND

Public awareness of the needs of elderly and handicapped groups has been heightened in recent years, as reflected in the formulation, at all levels of government, of numerous goals, declarations, and legislation addressing the unique problems experienced by these groups. Accessible public transportation is among the most salient needs of elderly and handicapped, especially those who cannot operate or afford private transportation.

Subsidized taxi service constitutes one of the diverse approaches being adopted on an experimental basis across the country. Because this approach utilizes an in-place capability - private taxi service - it has the advantage of requiring only minimal capital investment; in addition, taxi service is well-suited to the relatively small volume and scattered demand which characterize the market for elderly and handicapped transportation.

Before implementing a subsidized taxi service, however, a number of operational issues must be resolved. For example, the certification mechanism, which establishes the criteria for client eligibility, should ideally serve to screen out those who can afford private transportation or are capable of using regular public transit, while certifying those who need special transportation; thus, eligibility for the service may be determined on the basis of a variety of factors, including age, severity of handicap, income level, and so forth. It should also be noted that some small proportion of the elderly and handicapped populations are totally unable to use taxi service; if their transportation needs are to be served, other means must be found.

A further issue is that of cost, which must be acceptable to the subsidizers as well as the users of the taxi service. In many cases, a tradeoff situation exists: the lower the taxi fare to users, the higher the user subsidy paid by the funding agency, and vice versa.

Finally, the company and drivers providing taxi service to the elderly and handicapped clearly play a central role in the operation of an effective transit program. Therefore, compatible arrangements with regard to scheduling, assistance to clients, record-keeping, and payment must be reached.

A variety of subsidized taxi programs serving elderly and handicapped citizens are currently ongoing in the San Francisco Bay Area. UMTA and TSC have requested that Crain & Associates, one of the evaluation contractors of the Service and Methods Demonstration Program, undertake a brief investigation of these programs. This report, the result of that UMTA/TSC request, highlights the main features of six such programs, with the intent of providing assistance to other agencies and localities who are interested in delivering service to elderly and handicapped groups.

1.2 OBJECTIVES

The objectives of this report are as follows:

- To describe six programs which deliver transportation service to elderly and handicapped persons utilizing the subsidized taxi mode;
- To identify the essential similarities and differences among these approaches;
- 3. To illustrate, in quantitative and qualitative terms, the nature of the costs, efficiencies, and impacts on taxi operators, subsidizers and users of the six approaches; and
- 4. To interpret the above information and identify those findings which appear to be transferable to planners in other localities.

1.3 SCOPE OF REPORT

The following analysis draws on available existing data concerning the six programs studied as well as the perceptions of

participants: administrators, taxi providers, and clients. In keeping with the limited scope of this report, the latter draws heavily upon interviews with program participants and existing cost, ridership and survey data; therefore, the findings offered are essentially observational and qualitative in nature. The reader is advised to temper any assessment of these preliminary findings with observations from other experiences.



2. PROJECT DESCRIPTIONS

2.1 SAN LEANDRO

2.1.1 Introduction

The objective of San Leandro's Senior Adult Taxi Program is to provide door-to-door transportation to needy senior citizens in San Leandro who are physically unable to use public transportation systems or who lack access to existing systems. The project began operations in August, 1975 with a one-year grant of \$19,500 from the Alameda County Area Agency on Aging; in August of 1976, this grant was increased to \$20,670 for the following year. The Human Resources Coordinator of the Department of Human Resources, City of San Leandro, has directed the project since its inception.

The contract with AAA requires the City of San Leandro to furnish up to 1,000 taxi rides per month to eligible senior citizens; service was to be provided 24 hours per day, 7 days per week, at a fare of \$.50 per ride. During the 22 months from the start of the program until May 1977, San Leandro has enrolled 396 seniors, sold an average of 767 one-way trip tickets per month to these seniors, and delivered an average of 637 one-way trips per month.

2.1.2 Demonstration Setting

San Leandro, situated just south of Oakland, California, covers 15 square miles and has a population of 70,000, of whom approximately 15% are elderly residents. Of those, the San Leandro City staff estimates that 25%, or 2,600 elderly residents, are either physically unable to use public transportation services or lack access to them. Approximately 1,000 San Leandro residents receive disability benefits. The original goal of the Senior Citizen Taxi Program was to serve 10-20% of the eligible elderly residents of San Leandro. The city is served by AC Transit Systems buses and by the BART system.

According to San Leandro's Human Resources Department,

information and referral services, and emergency assistance programs, requests from senior citizens for transportation have increased in recent years. In response, the Gold Card Project was started as a three-month pilot project in September of 1974; the service enables the elderly (60 years of age and older) to ride AC Transit buses free of charge during off-peak hours on weekdays, or any time on weekends and holidays. The card allows seniors certain advantages for other services as well, including discounts on admission to special performances, free admission to adult education classes, reduced green fees at the golf course, and discounts on merchandise. According to City staff, the program has proved very successful; as of January 1977, 9,400 Gold Cards had been issued to seniors.

In addition, the Americal Red Cross provides transportation services to San Leandro veterans; and FISH, a volunteer agency located in Hayward, offers limited transportation service to seniors in San Leandro.

2.1.3 Demonstration Service Operations and Development

The taxi provider of the Senior Adult Taxi Program is the Veterans-Yellow Cab Company, which operates 32 taxis serving approximately 305,000 people per year, an estimated 65% of whom are elderly and handicapped. This company has been serving the population of the San Leandro area for the last twenty-five years; its drivers are accustomed to accommodating the needs of the elderly.

Eligibility for the Senior Citizen Taxi Service is based on the following criteria:

- 1. Clients must be 60 years of age or older;
- Clients must reside within the city limits of San Leandro; and
- 3. Clients must be physically unable to use public transit and/or lack access to the latter.

During the first six months of operation, the eligibility criteria also included an income restriction. However, according to San

Leandro staff, the latter was felt to be both degrading and unnecessary by those administering the program; it was therefore eliminated with no substantive effect upon enrollment volume or client characteristics.

Taxi service to the eligible population is available on-call, 24 hours per day, 7 days per week. Users are permitted, for medical purposes only, one round-trip to neighboring Hayward or one-way trip to Oakland each month. (The Veterans-Yellow Cab Company's license does not permit drivers to pick up fares in Oakland.) These inter-city trips are allowed because the medical facilities in Hayward and Oakland are widely used by seniors; however, all other trips must be within the city limits of San Leandro. Seniors may use the service only for trips to medical services, pharmacies, grocery stores, banks, laundromats, and senior activity centers. If there is reason to believe a client is not adhering to these trip purpose restrictions, a letter is sent reminding the client of these limitations (see Appendix A-1).

The program has been publicized in the local newspaper (see Appendix A-2), in the newsletters issued by the City's Department of Human Resources, (see Appendices A-3 & A-4) and by senior centers throughout the city; information about the service has also spread by word-of-mouth. Interested seniors may apply for the service by telephone or in person at either City Hall or the Recreation Department; senior activity centers and outreach programs also have applications.

The program utilizes a coupon payment system; each \$.50 coupon is good for a one-way trip. Potential users must complete an application form (see Appendix A-5) verifying residence, age, income and need, defined as inability to use public transit. At this time, they also receive a letter describing the program (see Appendix A-6). If the applicant is establishing eligibility on the basis of physical disability, City personnel will often call the applicant and ask some further questions. The final eligibility determination is made by the City staff and is a subjective one; no doctor's report is required. Some seniors are allowed to use the service for a temporary period, e.g., during a period of

convalescence. However, the City does not approve applications from persons who have access to alternative means of transportation but want to purchase coupons just for emergencies. Eligible persons may purchase up to ten coupons per month; a couple is allowed 14 coupons per month. Coupons are printed by the City and mailed or given to clients, who are asked to sign each coupon upon receipt (see Appendix A-7).

Seniors call the Veterans-Yellow Cab Company directly in order to obtain service. By agreement with the City of San Leandro, the taxi drivers assist the clients from their doors to the taxi when necessary. Then, at the end of the ride, the client countersigns a coupon and gives it to the driver in payment. The driver then fills out a voucher showing the meter cost of the ride, and the rider signs it to verify correctness (see Appendix A-8). Up to five persons may be picked up at the same point and delivered to a single destination for a single coupon. The taxi driver is not allowed to wait while the rider does errands; trips must be from a single origin to a single destination.

Every two weeks, the taxi company submits the vouchers, coupons, and a bill to the City for reimbursement (see Appendix A-9). The Veterans-Yellow Cab Company gives the City a 5% discount on total bi-weekly billings; this discount was negotiated with the taxi company at the outset of the program. After being checked by the Human Resources Department, the tickets and vouchers are stored by the Finance Department. Thus, the record-keeping system maintained by the project consists of application cards, countersigned coupons and taxi vouchers. The client's application form lists his or her name, address, phone number, age, family size, annual family income and transportation need. Each coupon is numbered, and records of each client's coupon purchases are kept on the back of his or her application forms (see Appendix A-5). Finally, each taxi voucher shows the origin, destination, and meter fare of each trip.

2.1.4 Impact on Travel Demand

The contract calls for the City of San Leandro to provide 1,000 rides per month. The project exhibited steady growth in enrollment and ridership volume during the 22 months, as shown in Figure 2-1.

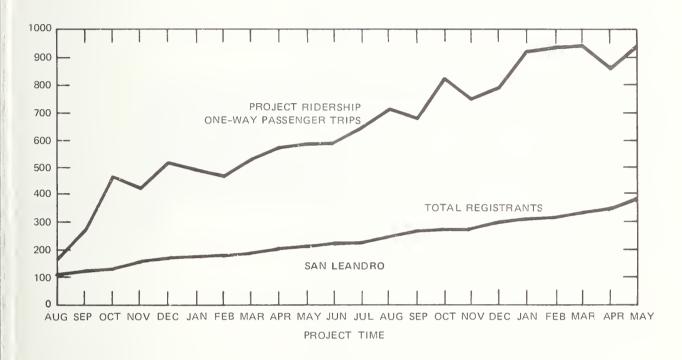


FIGURE 2-1. PROJECT RIDERSHIP PATTERN
(AUGUST, 1975 – MAY, 1977)

Table 2-1 shows the pattern of ticket purchase and usage from the beginning of the program through May, 1977. It should be noted that although the total number of coupons in circulation continues to grow as the total number of program registrants increases, the number of coupons per registrant remains relatively stable at around eight.*

^{*}These data are included here for planners interested in estimating the interest cost of prepayment systems such as that in operation in San Leandro. It is clear that a number of coupons are likely to be in circulation at any given time under such a system; however, the analysis required to determine whether in fact significant numbers of tickets are never used has not been undertaken in the brief evaluation presented here.

TABLE 2-1.
PATTERN OF USAGE
SAN LEANDRO

Mont	:h	Total Registrants	Coupons in Circulation	Coupons in Circulation per Registrant
1975	— Aug	109	621	5.7
1773	Sept	136	982	7.2
	Oct	147	1087	7.4
	Nov	154	1120	7.3
	Dec	164	1135	6.9
1976	Jan	168	1244	7.4
13,0	Feb	172	1230	7.2
	Mar	193	1635	8.5
	Apr	204	1660	8.1
	May	217	1768	8.1
	Jun	234	1848	7.9
	Jul	241	1916	8.0
	Aug	252	1921	7.6
	Sep	274	2281	8.3
	Oct	289	2358	8.2
	Nov	289	2431	8.4
	Dec	305	2356	7.7
1977	Jan	311	2428	7.8
	Feb	321	2576	8.0
	Mar	347	2678	7.7
	Apr	355	2861	8.1
	May	396	2872	7.3

Voucher data for the month of December 1976 were analyzed to determine the number of users per day and per month, and the number of rides per person per month. A total of 152 individuals used the subsidized taxi service during this period, taking a total of 771 one-way trips. At the beginning of December there were 305 persons registered in the program. Thus, within a given month, roughly half of those registered in the program appear actually to use the subsidized taxi service, as shown by Figure 2-2.

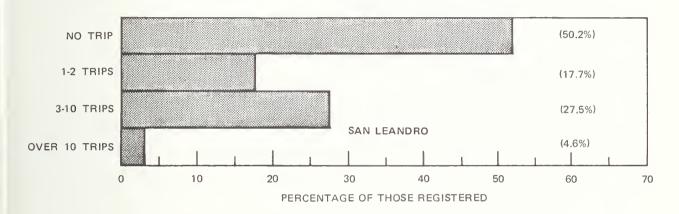


FIGURE 2-2. TRIP FREQUENCY (DECEMBER, 1976)

The average number of trips taken per registrant during this period was 2.5; whereas the average number of trips taken by those who used the system in December was 5.1.

During this period, the program provided an average of 24.9 trips per day; 30.8 trips per weekday and 7.9 trips per weekend day. The breakdown by day of the week is shown in Figure 2-3. These data are based on the four week period of December 1-28, 1976.*

Figure 2-4 shows the peak periods of usage during the day.

^{*}Recent data from May, 1977 indicate that the volume of service on Fridays has increased: according to the taxi company, Friday is often the busiest day of the week.

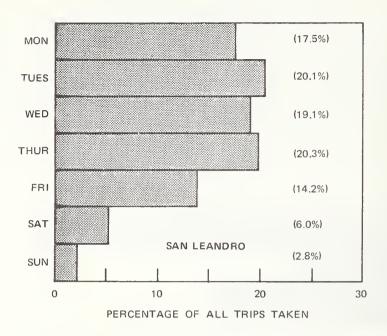


FIGURE 2-3. TRIP PATTERN BY DAY OF WEEK

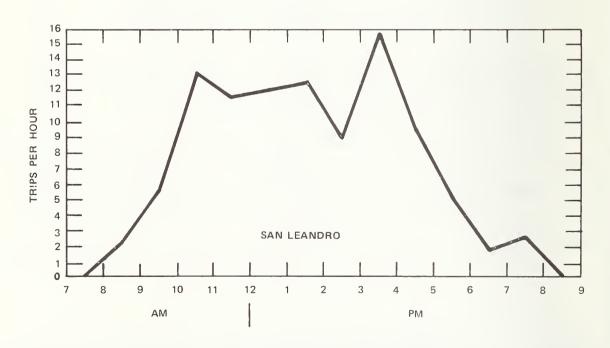


FIGURE 2-4. TRIP PATTERN BY HOUR OF DAY (DECEMBER 16-31, 1975)

2.1.5 Service Productivity and Economics

The percentage breakdown of the annual income (by source) received by the San Leandro Senior Adult Taxi Program is roughly as follows:

One-year grant from Alameda County	65%
Income from Ticket Sales	20%
Discount offered by Taxi Company	5%
Cash Contribution from the City	10%
Total	100%

The average trip distance per one-way taxi ride is 1 1/2 - 2 miles. The City pays the taxi company for the actual meter cost per trip, which averages about \$2.30 per trip. When the 5% in-kind contribution of the taxi company is subtracted, the actual cost to the City per trip is approximately \$2.20. Subtracting the user cost of \$.50 per trip, the subsidy cost from grant funds is \$1.70. To this cost must be added the in-kind contribution of the City of San Leandro to administer the program, which amounts to roughly \$.15 per trip. Thus, the total cost per trip is approximately \$1.85.

2.1.6 Demonstration Impacts

As of May 1977, 396, or 15% of the eligible elderly residents of San Leandro, had been registered in the subsidized taxi service; the taxi company estimates that approximately 38 of those clients using the service were confined to collapsible wheelchairs. The system had provided a total of 14,004 rides.

After the program had been in operation for three months, the Human Resources Department of San Leandro conducted a survey of participant attitudes; the results were highly favorable. A similar client survey was conducted by the Bay Area Social Planning Council after one year; all of those surveyed expressed strong appreciation for and satisfaction with the service. Another client survey is planned for the summer of 1977.

The Veterans-Yellow Cab Company is also pleased with the program, having seen its monthly billings to the City increase from \$467.97 in August 1975 to \$1,645.37 in May 1977. The drivers like the service because it increases their business during normally slack periods of the workday.

2.1.7 San Leandro Summary

Despite the steady growth in enrollment volume over the 22 months during which San Leandro's Senior Adult Taxi Service has been in operation, the program has not yet met the contract objective of delivering 1,000 taxi rides per month.* However, the target enrollment volume of 10-20% of the eligible San Leandro population, or approximately 390, was achieved in May 1977. The clients, sponsors, and providers of the service appear well satisfied with the operation of the program.

In order to increase usage of the service, the City of San Leandro is examining several alternatives, such as expansion of the program's eligibility criteria to include non-elderly handicapped people, and/or the inclusion of a greater variety of permissible trip destinations. The matter is still under consideration at this time.

^{*} In June 1977, the program delivered 1,119 taxi rides, thereby surpassing the contract objective.

2.2.1 Introduction

The Multi-Agency Escort Project I was designed to provide escorted transportation to the elderly of Santa Clara County; the project was funded from January 12, 1976 to January 12, 1977 by a \$66,436 grant from the Santa Clara County Council on Aging. On January 13, 1977, the Council on Aging refunded the project with a six month grant of \$33,918. Economic and Social Opportunities, Inc. (ESO) of San Jose administers the program.

The original goal of the Escort Project was to furnish comprehensive, coordinated escorted transportation for approximately 750 senior citizens in the eastern, western, central and southern areas* of Santa Clara County. A total of 4,800 oneway passenger trips during the program year, or 6.4 passenger trips per person, were planned. Two types of transportation were incorporated into the program:

- A maximum/minimum escort service utilizing a taxi service for transportation; and
- 2. A maximum/minimum escort service utilizing salaried staff for transportation.

Staff members use their own cars and are reimbursed for mileage. Maximum escort consists of escorted transportation from the point of pick-up to a destination, help with securing services, and return to the original point of pick-up. Minimum escort consists of escorted transportation from the point of pick-up to a destination and return to the original point of pick-up; accompaniment to complete tasks and secure services is not provided.

This report will cover only the maximum/minimum escort taxi service. Of the original \$66,436 grant, \$20,000 was allo-

^{*}Excluded were the cities of Sunnyvale, Palo Alto, Mountain View and Los Altos.

cated to the taxi service; the new grant funds the latter at approximately the same dollar amount.

2.2.2 Demonstration Setting

Santa Clara County has a population of 1,197,100 and covers 1,320 square miles. Approximately 110,000 people, or nine percent of the population, are 60 years of age or older. The Escort Project has a somewhat smaller target population: seniors residing in Santa Clara County who, because of physical and/or emotional handicaps, are unable to avail themselves of regular public or private transportation. In addition, the program requires that 50% of those served qualify as low-income in accordance with Supplemental Security Income Guidelines (\$296/month).

Eight non-profit groups and agencies agreed to provide support and assistance to the escorted taxi program. These agencies were Los Gatos Information and Referral, the Voluntary Action Center of Los Gatos, the United Filipino Council, City of Santa Clara Information and Referral, the Olinder Neighborhood Center (Parks & Recreation, San Jose), the Black Senior Center, the San Jose Filipino-American Center, and the Senior Outreach Program. The latter three programs are funded by ESO.

2.2.3 Demonstration Service Operations and Development

G.I. and United Cab Companies provide taxi service to clients of the Escort Project; the third taxi company in San Jose was also approached but evinced little interest in the program. Although they are separately-owned, G.I. and United share the same building, property, dispatcher, and manager. Both companies are experienced and interested in serving handicapped and senior citizens; approximately 25% of their drivers are themselves senior citizens. A total of 88 drivers operate out of 43 vehicles.

The eligibility criteria for the subsidized taxi service are as follows:

^{*} The size of the target population is estimated by ESO staff to be approximately 20,000.

- 1. Clients must be over 60 years of age;
- 2. Clients must be residents of Santa Clara County; and
- 3. Clients must be physically or emotionally handicapped. In addition, low-income clients must comprise 50% of those served.

The majority of participants in the program are frail, elderly people: some suffer from physical ailments such as arthritis and glaucoma, while others are judged to be emotionally incapable of conducting errands such as doctor's visits without assistance. With regard to eligibility, the Escort Project has adopted a flexible policy toward the type of physical or emotional handicap suffered by the applicant; few seniors are refused service.

Taxi service is available within and between eight cities in Santa Clara County: Santa Clara, San Jose, Milpitas, Alviso/Agnew area, Campbell, Los Gatos, Saratoga, and Monte Sereno. As long as clients make their service requests during regular business hours, they can obtain taxi service 7 days per week, 24 hours per day. Requests for service must be made at least 24 hours in advance.

Clients are not permitted to use the Escort Project for purely recreational purposes. Allowable escort trips include visits to doctors, hospitals, legal services, nutrition sites, banks, grocery stores, and the like; business visits to government offices such as the Department of Social Services and the Social Security Administration are also permitted. Occasionally, exceptions are made: for example, on Memorial Day, seniors used the taxi service to visit the cemetery.

When the project started, each client was allowed four round-trips, or eight one-way trips, for the year. After the demand pattern was established, this allotment was doubled to eight round-trips, or sixteen one-way trips, per person per year. If multiple scheduling is possible, the client is not "charged" for a full trip; for example, if two clients share a taxi trip from a pick-up point to a single destination, each client is only considered to have taken half a one-way trip. Thus, the number

of potential rides allotted to each client for the year is higher than sixteen. The maximum number of clients permitted to share a taxi is five. All taxi trips are provided by the Escort Project at no cost to eligible clients.

The conspicuous failure of an earlier Dial-A-Ride Program in Santa Clara County, due in part to the program's inability to meet the overwhelming demand for the service, led to a decision on the part of ESO not to advertise the Escort Project to the general public. Instead, throughout the first year of the program, ESO ran 84 two-hour training sessions during which representatives from the eight participating social agencies were briefed regarding project requirements, community resources, the availability to their clients of other forms of social service transportation, and Escort Project operations. The agencies then assumed the responsibility for recruiting, screening and enrolling senior citizens in the project. Over the course of the year, ESO sent out 25 flyers per month to each of the various interested agencies.

ESO also trained approximately 65 taxi drivers and dispatchers, who were instructed regarding their responsibilities to Escort Project clients. For both the maximum and minimum escort services, the driver is expected to assist each client from the door to the taxi, and from the taxi to the entrance of the client's destination. The driver is permitted to wait for the client, if the time period involved is brief. In the case of the maximum escort service, a friend, volunteer, or paid agency worker accompanies and assists the senior in performing transactions or securing services. Whenever possible, more than one client requiring maximum escort service is accompanied by a single escort worker.

To obtain service, seniors call their agencies at least 24 hours in advance. Each participating agency is allotted a half-hour each day during which all client requests for service are called in to the centralized scheduler at ESO; the scheduler then prepares the taxi schedule for the following day by grouping together service requests that permit ride-sharing. By 4 PM, the scheduler telephones the taxi dispatcher to place the next day's

orders. Exceptions to the twenty-four hour notice rule are made at the discretion of ESO.

When the dispatcher relays the orders to the drivers, the identification number of the order tells the driver that the rider is an Escort Project client. If the trip is one-way, the driver produces a ticket which the rider signs (to verify the trip distance and fare) and returns to the driver. If it is a round-trip, the passenger keeps the signed ticket, signs it again at the end of the return trip, and gives it to the return-trip driver.

At the end of each month, ESO receives a bill from G.I. and United Cab Companies; ESO is not billed for waiting time or for the normal \$.70 drop charge. Records kept by the project included a master file of clearance forms which establish each clients's eligibility, and a file of intake forms which are filled in by the agencies when clients call to request taxi service (see Appendix B-1).

2.2.4 Impact on Travel Demand

In the first year of the Escort Project, 861 seniors took 5,958 one-way taxi rides; the program therefore provided an average of 497 rides per month to the client population. The average number of rides taken per registered senior was seven. As the original goal of the program was to furnish 4,800 rides to 750 seniors via both the subsidized taxi service and the salaried staff escort service, the ridership volume of the taxi service clearly exceeded estimates made in the planning stages of the project. During the entire year, only 35 applicants were determined to be ineligible.

Low-income seniors account for at least 78% of those served; the remaining 22% can be assumed to be near-poor, based on the records kept by ESO. Of the entire group, 74.5% were female and 25.5% were male.

Trips to doctors and/or hospitals comprised 75% of all trips taken in 1976; the remainder consisted mainly of trips to grocery stores, banks, and government offices.

2.2.5 Service Productivity and Economics

The average length of each one-way trip taken by program participants is 5.4 miles. At the meter rate of \$.70 per mile, each taxi trip costs the Project \$3.78, on the average. However, the average cost per passenger ride is only \$.60 per mile, or \$3.24; this cost is slightly lower than the trip cost because some clients share rides, thereby lowering the cost to the project of each passenger ride. Because the taxi companies do not include the \$.70 "drop" charge in computing the fare for each project ride, the Escort Project received, in effect, a \$3,476 subsidy* from the taxi companies in 1976.

2.2.6 Demonstration Impacts

To monitor the program, ESO conducted a 100% follow-up survey: the reactions of all clients who had made use of the taxi service were solicited by telephone. Their response was overwhelmingly favorable. Although several taxi drivers were excluded from participation in the service as a result of complaints voiced by clients, most drivers were well-liked. ESO recently presented each participating taxi driver with a Certificate of Recognition.

According to the joint manager of G.I. and United Cab Companies, the participating drivers are very pleased with the project, which helps to even out fluctuations in their volume of business. In addition, "the program is meaningful to them," according to their manager. In fact, the majority of complaints come from the night drivers, who would like to share some of the business generated for the daytime drivers by the Escort Project; most seniors are unwilling to take trips after dark.

^{*4,965} taxi trips (carrying 1-5 passengers) x \$.70 (the discount to the Project) = \$3,476.

2.2.7 Santa Clara County Summary

During the first year of operation, the number of rides provided and clients served by the Escort Project's subsidized taxi program far exceeded pre-program estimates; however, the large volume of service was possible only because the program had served relatively few clients in the early months. When the program was renewed in January 1977 at the original funding level, a drastic cutback in service proved necessary. Thus, as of June 1977, taxi service is fully booked nine or ten days in advance. Nevertheless, clients and taxi drivers continue to express strong enthusiasm for the project.

It should also be noted that the project has received a tremendous amount of in-kind assistance from a variety of community agencies, many of whom have provided services, space, and staff time, at no charge to ESO. In addition, 194 volunteers contributed a total of 2,653 hours to the project during its first year. Many of these volunteers were supplied to the Escort Project by the Voluntary Action Center in San Jose. According to the Director of ESO's Senior Outreach Program, the Escort Project could never have provided such a high level of service in its first year without the extraordinary amount of cooperation and in-kind assistance contributed by the community agencies in the San Jose area.

ESO hopes to continue to receive County funding for the Escort Project; alternative sources of funding are also being investigated at this time.

2.3.1 Introduction

The Supplemental Transit Service in Sunnyvale was brought into existence by motion of the City Council in October 1974, in response to the shutdown of the transit district's county-wide dial-a-ride system. The service, paid for with federal revenue-sharing funds, was established to serve elderly residents of Sunny-vale as well as physically disabled persons of all ages who are unable to drive a car or use public transportation. By June of 1977, the program had enrolled approximately 2,000 people.

2.3.2 Demonstration Setting

Sunnyvale covers 24 square miles and has a population of 103,000 persons, of whom 6.9% are elderly and a much smaller percentage are handicapped. Two social service agencies, Mountain View Social Services and Sunnyvale Community Services, offer transportation and volunteer escort services to elderly and handicapped persons in Sunnyvale

2.3.3 Demonstration Service Operations and Development

The Sunnyvale Cab Company, which has a fleet of 13 vehicles, is the sole provider of taxi services for the program.

The program is open to:

- All Sunnyvale residents who are 62 years of age or older;
 and
- Persons under the age of 62 whose physical disabilities prevent them from driving a car or using public transportation, and who meet program criteria for income eligibility.

Proof of both age and disability is required. Those who qualify on the basis of handicap must be on Medicare or drawing Social Security disability payments; mental problems as a basis for disability are excluded.

Clients of the service are supposed to request rides only

between 9 AM and 4 PM, during off-peak hours, but the taxi company will accommodate rides at other times of day whenever possible. When the program began, trip destinations were confined to the city limits. Six months later, two hospitals* outside the city limits were added to accommodate the many seniors who need access to medical services. The program utilizes a ticket payment system: clients may purchase up to 30 tickets per calendar quarter, and each \$.50 ticket is good for a one-way trip. For point-to-point trips, more than one person may use the service for the price of a single fare. There are no limitations on trip purpose.

The program received a limited amount of press coverage; in addition, senior citizens' groups were contacted about the new service. The City utilized personnel from the Parks and Recreation Department to help with initial registration of clients, which was carried out at the Community Center, parksites sponsoring senior citizen activities, and City Hall. Seniors could also apply by mail, but very few did so. The City was approached by some social service agencies, asking that they be allowed to register their own severely disabled clients; agency personnel then brought the completed application forms (see Appendix C-1) to City Hall along with proof of age or disability.

Once eligibility is determined, the client is given a certificate of eligibility (see Appendix C-2). The client may then purchase tickets for the quarter either all at once or 5-10 at a time; most reorders are done by mail (see Appendix C-2). Records of the purchases made by each client are kept on the back of his or her application form (see Appendix C-1).

To request service, the client calls the taxi company directly. Upon entering the cab, the client presents his or her certificate of eligibility and ticket (see Appendix C-2) to the driver. Each driver has a separate clipboard for subsidized clients on which trip data are recorded: date, time, origin, destination, and

^{*} The two hospitals are El Camino Hospital in Mountain View and Kaiser Hospital in San Jose.

metered fare of the trip. Once a month, the taxi company submits these records and tickets to the City along with a bill for reimbursement showing the number of trips to the two hospitals provided and the total cost of all trips for the month. The City's Finance Department maintains all project records.

2.3.4 Impact on Travel Demand

In the near future, the City plans to undertake an extensive analysis of the travel demand generated by the Supplemental Transit Service. At present, however, no such data, aside from the total enrollment figure of 2000, are available.

2.3.5 Service Productivity and Economics

In the initial stages of the program, when trips were confined to the city limits of Sunnyvale, meter charges averaged \$2.30 per trip, according to the taxi company's estimates. Thus, the subsidy received by program clients amounted to \$1.80 per trip, on average. When the two hospitals outside the city limits were added to the program, the average cost per trip increased to \$2.80; the average client subsidy therefore became \$2.30 per trip.

The total amount expended by the City to maintain the Supplemental Transit Service from June, 1976 to June, 1977 was \$160,314

2.3.6 <u>Demonstration Impacts</u>

According to City personnel, the service is very popular with both clients and the Sunnyvale Cab Company; enrollment in the program has grown steadily since its inception.

2.3.7 Sunnyvale Summary

Overall, Sunnyvale's Subsidized Taxi Service appears to serve the needs of its target population. However, according to City staff, the program has suffered from insufficient monitoring; no staff member has been assigned to perform this function. As a result, the program ran out of money on two occasions during the

last year of operation, and additional funds had to be allotted to the program in order to continue. However, in view of the increasing cost of the service, the City anticipates that the program will be administered more efficiently next year.

2.4 PALO ALTO

2.4.1 Introduction

Project Mobility, a program designed to provide taxi transportation for mobility-impaired Palo Alto seniors on an experimental basis, began in April, 1975; the City Council had appropriated \$20,000 from the General Fund to fund the service. Six months later, in October of 1975, the City Council appropriated an additional \$60,000 to extend Project Mobility through June 1977; the eligibility criteria for the program were expanded to include all mobility-impaired Palo Alto residents over 18 years of age; and an eligibility screening procedure, based on the maximum household income of an applicant, was instituted. Project Mobility is administered by the Transportation Division of the Planning and Community Development Department in Palo Alto.

As of October 1975, when the new eligibility screening procedures were implemented, Project Mobility had enrolled 550 seniors meeting the original criteria of senior citizenship and mobility impairment. Since then, under the revised eligibility criteria, the project enrollment has grown to 685 mobility-impaired Palo Alto residents, and the project has sold an average of 2000 taxi rides each month.

2.4.2 Demonstration Setting

Palo Alto is a city of 56,000 covering 25.7 square miles. As of 1975, according to estimates made by the California Department of Finance, 3,400 handicapped people lived in Palo Alto; of these, approximately 100 used wheelchairs. Project Mobility was not designed to serve those who are unable to transfer from a wheelchair to the seat of a taxi. Hence, the target population of the project, from October 1975 on, has consisted of those among the 3,400 mobility-impaired residents of Palo Alto who are able to use taxi services and who meet the guidelines for lower-income families set by the U.S. Department of Housing and Urban Development (H.U.D.). A rough estimate of the size of the target

population for Project Mobility is 2500.

Several social service agencies in Palo Alto offer limited transportation service to their clients; these include the Red Cross, the Senior Day Care Center, and the YWCA. In addition, the City of Palo Alto operates a small escorted transportation service which is funded by Economic and Social Opportunities, Inc. (ESO) of San Jose.

2.4.3 Demonstration Service Operations and Development

The Yellow Cab Company, which has a fleet of 25 taxis, is the single provider or the service for the program. Bids were sent to both companies which serve Palo Alto, but the other taxi company did not respond. Project Mobility now comprises approximately 15% of Yellow Cab Company's business.

To be eligible for Project Mobility, applicants must be:

- 1. Over 18 years of age;
- 2. Residents of Palo Alto;
- 3. Mobility-impaired; and
- 4. Low-income.

Mobility impairment is defined as: inability to walk from one's residence to the nearest bus stop and board the bus safely by oneself, inability to drive a car, and/or mental impairment. When doubt exists regarding an applicant's impairment, a doctor's ceritification is required. In addition, applicants are screened by income: the maximum family income* of an applicant determines the amount of subsidy received. The guidelines for the subsidy amounts received by program participants are as follows:

- 1. 90% subsidy participant receives Supplemental Security Income or has a similarly low income level:
 - 1 person \$290/month
 - 2 persons 488/month

^{*} The term "family income" is used here in place of "household income"; it was felt that if two or more unrelated seniors lived together, to base program eligibility on their combined incomes would be unfair.

- 2. 70% subsidy based on HUD guidelines* for low-income families:
 - 1 person \$413/month
 - 2 persons 550/month
 - 3 persons 617/month
 - 4 persons 688/month
- 3. 50% subsidy based on HUD guidelines* for lower-income families:
 - 1 person \$688/month
 - 2 persons 879/month
 - 3 persons 992/month
 - 4 persons 1100/month

Project Mobility, which utilizes a scrip payment system, provides taxi service 24 hours per day, 7 days per week; participants may ride anywhere within the city limits of Palo Alto and the adjacent cities of Menlo Park and Atherton. Scrip may also be used for one-way trips to destinations outside these cities, but not for return trips; franchise laws prevent Palo Alto taxis from picking up fares outside the cities of Palo Alto, Menlo Park and Atherton. There are no restrictions on trip purpose.

The City prepurchases the scrip from the taxi company and sells it to clients in \$20.00 books. Each person enrolled in the program is entitled to one book per month; however, the scrip does not have to be used during the month in which it is purchased. Up to five persons may ride for a single fare; and clients are encouraged to try to arrange for more than one person to use the service at one time.

In order to publicize Project Mobility, advertisements have been run in the Palo Alto Times, and flyers have been sent to churches and senior citizens' center; in addition, area social agencies have been contacted and urged to send their eligible clients to enroll in the program. Interested persons must apply in person at the Senior Services Center; at that time, they sign

^{*1975} figures

an application form (see Appendix D-1) giving the City permission to verify income or disability, as well as a Waiver of Liability (see Appendix D-2). Once the applicant's eligibility has been established, an identification card is issued, along with a flyer explaining the program (see Appendix D-3). The client then purchases the coupon book at City Hall or through the mail. In the latter case, the client must enclose his or her identification card, which establishes the subsidy level to which the client is entitled. Clients may receive subsidies amounting to 50%, 70%, or 90% of the cost of the \$20.00 book of scrip, resulting in a cost to purchasers of \$10.00, \$6.00, or \$2.00 respectively.

To request service, clients call the taxi company directly; they are requested to identify themselves as Project Mobility clients. Upon entering the taxi, the rider shows the driver his or her identification card, and at the conclusion of the trip, the rider uses scrip to pay for the meter cost of the ride. Although the trip is recorded in the regular taxi log, the rider is not required to sign a special voucher. Thus, the taxi driver and the Yellow Cab Company do no extra bookkeeping for Project Mobility clients.

In their contract with the City for the period of June 1976-June 1977, the Yellow Cab Company agreed that: 1) they would not increase their rates during the year covered by the contract, and 2) they would respond to calls for service within a reasonable period of time, i.e., Project Mobility clients would not be accorded lower priority than other customers. According to survey results, the reported average wait time between call for service and the time the cab comes to the door is 16 minutes.* The Yellow Cab Company is prepaid each month for the scrip the City purchases; the company does not keep separate records of the number of rides taken each month by Project Mobility clients. However, the reqular taxi logs, which contain records of all trips, indicate whether payment was made in cash or scrip. Since only a very small percentage of riders other than Project Mobility clients use the scrip payment system, it is possible to obtain a reasonable *This estimate is based on client perception, not on actual measurement.

approximation of client trips by monitoring these logs, which the City does periodically.

2.4.4 Impact on Travel Demand

During the first six months of Project Mobility, 550 seniors were enrolled under the original eligibility requirements of senior citizenship and mobility impairment. When the new eligibility screening procedure was instituted in November 1975, the program staff conducted an intensive two-week re-enrollment effort. Based on the new maximum household income criteria, 48 of the original 550 seniors enrolled in the program were judged to be financially ineligible. Another 94 seniors were either no longer in need of Project Mobility services, had died, had moved, or chose not to re-enroll because of the income screening requirement; thus, 408 of the original 550 seniors remained in the program. From then until April 1976, only 120 new candidates were enrolled. While the project had expanded at the rate of 54 new clients each month prior to institution of the screening process, the growth rate for the next six months dropped to 35 new clients per month. Staff members had expected that one-quarter of those served by the program would be non-seniors; however, only 5% of the clients enrolled since November 1975 were under 65.

During 1976, the City sold \$59,300 in scrip to Project Mobility clients, and the taxi company received \$53,608 in scrip from project users. Thus, based on an average trip cost of \$2.70, the City "sold" approximately 1800 rides per month to its clients, whose actual usage of the service amounted to about 1650 rides per month.

At the beginning of 1976, 470 persons were enrolled in the program; by January 1977, there were 670. If the figure 570 is then taken as the average number of registrants in the program during 1976, this would mean that Project Mobility delivered 2.9 rides per month per person registered in the program during 1976. The program currently averages 20 new applicants a month; total enrollment as of June 1977 was 685 clients. Over the 20 months from the November 1975 re-enrollment effort until June 1977, 158

registrants have dropped out of the program due to illness, death, or move to a rest home; the attrition rate therefore approximates eight people per month.

The following chart shows the relative sizes and scrip purchasing patterns of the three subsidy groups:

	Enrollment(%)	Scrip purchased(%)
90% Subsidy Group	64	77
70% Subsidy Group	19	14
50% Subsidy Group	17	9

A survey* of program participants revealed the most common trip purposes to be as follows:

	%**
Medical	86
Shopping	60
Bank	41
Beauty Parlor	29
Church	27
Social	18
Work	1
Other	10
N.A.	8

A flyer describing the program to new applicants tells clients: "Give the driver extra scrip as a tip - this insures that drivers will give their Project Mobility passengers the extra help they need." The majority of survey respondents who require assistance indicated that they did tip taxi drivers; most of these clients said that their tips ranged from 11-20% of the meter fare.

^{*}Of 532 questionnaires mailed out, 362 were returned, yielding a 68% response rate. Of these 362 persons, only 333 were using Project Mobility Taxi services.

**Multiple responses allowed.

2.4.5 Service Productivity and Economics

On average, the distance traveled on a one-way trip is two miles. The average meter cost per ride for Project Mobility participants is \$2.70, while the actual cost to the client differs based on subsidy level. The average cost per trip to the City, then, is \$2.25; the average fare to all users (at all subsidy levels) is \$.45, or 17% of the full meter cost. For those clients who tip the taxi drivers, the average fare is somewhat higher.

2.4.6 <u>Demonstration Impacts</u>

While no special arrangements were made with the taxi company for drivers to provide special assistance to elderly and handicapped clients, survey data show that 55% of the respondents need assistance getting in and out of the taxi, and 22% need assistance walking from their doors to the taxi. (These percentages may be expected to overlap considerably.)* The individuals in these groups were surveyed to determine the frequency with which they received the required assistance from the taxi drivers serving Project Mobility. The following chart shows the percentage breakdown of the client responses:

Always receive	Need assistance in and out of taxi (%)	Need assistance to and from doors (%)			
assistance	58	42			
Sometimes receive assistance	40	46			
Never receive assistance	1	1			

While 81% of those surveyed said they experienced no problems with the Project Mobility taxi service, 14% cited the following problems most often:

- 1. They had to wait too long for the taxi to arrive;
- 2. The driver was not courteous;

^{*}According to City staff estimates, approximately 2% of Project Mobility's clients are confined to collapsible wheelchairs.

- 3. The fares are too high; and
- 4. The taxi did not arrive at the time stated by the dispatcher.

Overall, however, Project Mobility's clients have expressed enthusiasm and appreciation for the service.

2.4.7 Palo Alto Summary

For the most part, Project Mobility appears to be operating smoothly; the monthly increase in new registrants has been slow but steady.

The City is currently attempting to address several unresolved issues. First, the City would prefer not to prepay
the taxi company for the books of scrip sold each month; if
clients do not use the scrip, the taxi company receives payment
without having to deliver service. However, the company has
warned the City that taxi rates to Project Mobility clients will
be raised if the City decides not to purchase the scrip in advance, because of the extra paperwork created for the company.

In addition, the City would like to encourage more groupriding within the program, in order to lower client costs and
serve more people. A sign-up system was instituted in three
senior housing units containing a large number of Project
Mobility clients; the latter were urged in letters and special
meetings to sign up for group rides to the grocery store, church,
and so forth. Unfortunately, very few seniors took advantage of
the sign-up system. Letters were also sent to 250 clients not
living in housing units; the letters asked the clients: a) if
they would be interested in group rides, and b) if they would be
willing to have their names and addresses printed on a city map
to be distributed to other interested clients. Only 30 clients
(12%) answered in the affirmative to both questions.

The City of Palo Alto is currently requesting full funding for Project Mobility from Santa Clara County. The County has not yet reached a decision on this matter.

2.5.1 Introduction

The Senior Citizens' Taxi Program of Lafayette began operations in September, 1974. In early 1974, a group of Lafayette citizens had formed a committee to investigate the needs of the city's elderly population; their report included a recommendation to create a subsidized taxi service for senior citizens. The City Council approved the recommendation; the Senior Citizens' Taxi Program was funded by the City's General Fund.

As of June 1977, approximately 140 seniors had enrolled in the taxi service.

2.5.2 Demonstration Setting

Lafayette has a population of 19,500 and covers 13 square miles. According to City estimates, approximately 2,413 residents, or 12.4% of the population, are 65 years of age or older. Lafayette has no bus system; however, BART service to San Francisco is available.

2.5.3 <u>Demonstration Service Operations and Development</u>

The Checker Cab Company of Contra Costa, which operates two vehicles, is the sole provider of taxi service for the program; the latter constitutes 60-70% of the company's business. The eligibility criteria for participation in the program are as follows:

- 1. Clients must be 65 years of age or older; and
- 2. Clients must be residents of Lafayette.

Taxi service is available on-call, 7 days per week, 24 hours per day; clients pay 45% of the meter fare for each ride. The program utilizes a coupon payment system, whereby the taxi company sells coupon books to the City; at the outset of the program, the company offered the City a 10% discount on the books. The City then sells them to program clients at 50% of their face value; there is no limit on the number of coupon books a senior may

purchase. Subsidized trips to destinations outside the city limits of Lafayette must be one-way only (unless the driver waits for the client) due to franchise restrictions on the taxi provider.

At the outset of the program, the City sent out a newsletter to residents, asking all those interested in the subsidized taxi service to call in their names. The program was publicized in the local newspaper, by posters distributed to doctors' offices, and on bulletin boards in grocery stores; in addition, senior citizens' clubs announced the existence of the service at their meetings and activities.

Coupon books are purchased by seniors at City Hall; no proof of age is required. City employees will deliver coupon books to those seniors who lack transportation to City Hall; a son or daughter may also purchase coupon books for an eligible senior. Group-riding is permitted from a single origin to a single destination; and the taxi driver may only charge one meter fare for a group ride when payment is made in coupon. The extra riders need not be seniors.

At the end of the month, the City pays the Checker Cab Company for the coupon books sold to seniors during the month; (see Appendix E-1). No separate records for the program are kept by the taxi company, which has agreed to give the City thirty days advance notice of any changes in the fare structure.

2.5.4 Impact on Travel Demand

City personnel estimate that as of June 1977, 140 seniors were enrolled in the Senior Citizens' Taxi Program; on average, 2-3 seniors enroll each month. However, because the City maintains records only of the dollar value of the coupon books sold to clients each month, the enrollment estimates provided by City personnel must be regarded as rough approximations.

2.5.5 Service Productivity and Economics

According to the City's records of the coupon books sold to clients each month, the dollar value of the coupon books sold per month averages \$713 for fiscal year 1976. According to the Checker Cab Company, the average length of each taxi trip is 1.75 miles, at an approximate meter fare of \$1.40. Therefore, the program appears to provide roughly 450-500 rides to clients of the program each month. The average fare paid by the client is \$.63, while the average fare subsidy provided by the City of Lafayette is \$.63.*

2.5.6 Demonstration Impacts

According to City staff, the program has received very favorable feedback from clients and taxi drivers.

2.5.7 Lafayette Summary

The steady growth in enrollment of Lafayette's Senior Citizens' Taxi Program since September, 1974 indicates that the program is meeting its original objective of serving the elderly population of Lafayette.

^{*\$1.40} less the 10% discount from the taxi company (\$.14) less the average trip fare (\$.63) = \$.63.

2.6 FREMONT

2.6.1 Introduction

On May 1, 1976, the Fremont Senior Citizen Taxi Service began operations; its stated purpose was to provide door-to-door transportation to senior citizens in Fremont and Newark who are physically unable to use public transportation systems or who live too far from existing systems. The project was funded by a one-year grant of \$25,000 from the Alameda County Area Agency on Aging. The City of Fremont signed the contract with the county with the intent of subcontracting with the City of Newark; however, the Newark program did not begin operations until very recently. Therefore, this discussion will be limited to the Fremont subsidized taxi program.

The contract stipulated that the subsidized taxi program was to furnish up to 1,190 taxi rides per month to eligible senior citizens at a fare of \$.50 per ride; service was to be provided 24 hours per day, 7 days per week. During the 11 months from the start of Fremont's Senior Citizen Taxi service on May 1, 1976 until March 31, 1977, the program has enrolled 403 seniors, sold an average of 665 one-way trip tickets per month to these seniors, and provided an average of 408 one-way trips per month.

2.6.2 <u>Demonstration Setting</u>

The city of Fremont extends about 95 square miles. Of the 117,400 residents of the city of Fremont, 1,250 elderly citizens are either physically unable to use public transportation systems of lack access to them, according to City estimates. (For the city of Newark, this number approximates 400.)

On October 17, 1976, a limited Dial-A-Ride system serving

Fremont and Newark was instituted by Alameda County (AC) Transit.*

The area has been divided into 21 Dial-A-Ride zones; service has thus far been implemented in six of these zones. The system operates from 9 AM to 4 PM and 7 to 10 PM on weekdays, 8 AM to 6 PM on Saturdays, and 10 AM to 5 PM on Sundays. The regular fare is 25 cents, but senior citizens and handicapped persons (with required identification) pay 10 cents. Other special transportation providers in the Fremont area include Tri-City Volunteers, which serves the chronically-ill, and the American Red Cross.

2.6.3 Demonstration Service Operations and Implementation

The sole taxi provider for the Fremont Senior Citizen Taxi service is the S&M Taxi Company, which has one driver.

To be eligible for the program, potential clients must meet three conditions:

- 1. They must be 60 years of age or older;
- 2. They must be residents of Fremont; and
- 3. They must be isolated from other forms of public transit due to distance, or to mental or physical frailty. Service is available on-call between the hours of 6 AM and 6 PM, seven days a week; the S&M Taxi Company has agreed to respond to all calls within one hour. In addition, drivers are expected to assist those who need help in and out of the taxis and to and from their doors. The program utilizes a ticket payment system: each one-way trip costs the rider \$.50, and up to five persons may be picked up at the same point and delivered to a single destination for the price of one ticket. At the inception of the

^{*} When the Newark City Council approved the joint application for subsidized taxi service, they attached a condition: the City's involvement was contingent on agreement by the taxi companies to an indemnification clause in the contracts held with the City. The City Council was concerned that Dial-A-Ride might prove so effective as to warrant the discontinuation of the subsidized taxi service during or at the end of the first year funding, and that as a result, the taxi companies might file a civil suit against the Cities of Newark and Fremont because of the profit loss to the taxi companies.

program, each client's ticket allotment was limited to ten tickets per month; after the pattern of demand was established, the allotment was raised to 16 tickets per month. Occasionally, the City receives requests for more than 16 tickets per month; if warranted by circumstances, the request is usually granted. Clients may ride anywhere within the city limits of Fremont and Newark.

Recruitment of eligible seniors was aided by the excellent press coverage received by the program. In addition, churches publicized the program at meetings and in bulletins. The Recreation Department as well as all senior citizens' groups, social organizations and homeowner associations were notified about the program and asked to disseminate information to eligible seniors. Then, when the program was underway, many seniors learned of it by word-of-mouth; the taxi company also told eligible passengers about the service. In some cases, the City distributed registration cards to social service agencies, which completed them for their clients and returned them to the City.

Interested persons may request application forms from the City in person, by phone, or by mail (see Appendix F-1). applicant is then given or mailed a letter describing the program (see Appendix F-2). The client's application form, which lists the client's age and residence for verification purposes, is processed and approved at City Hall. When eligibility has been established, the applicant is notified by a second letter (see Appendix F-3) and sent an identification card and ticket order form (see Appendix F-4). Each identification card is assigned a control number and signed by the project manager. City prints the tickets and distributes or mails them to each client along with a third letter (see Appendix F-5) asking the client to sign each ticket (in order to quard against misuse), and explaining procedures for obtaining and using service. letter includes instructions on reordering tickets as well as a reorder form.

To obtain service, seniors call the S&M Taxi Company directly. Once in the taxi, the rider shows his or her identification

card to the driver. At the completion of the trip, the rider gives the driver a ticket, and the driver fills out a voucher sheet which the rider signs. The taxi company submits a cost summary to the City of Fremont bi-weekly, attaching both the coupons and vouchers (see Appendix F-6). Before billing, the company deducts a 10% in-kind contribution. The latter was negotiated with the taxi company at the outset of the program; as the taxi company had been giving discounts to seniors on an informal basis, they raised no strenuous objections.

A record of the number of tickets purchased by each client and the date of purchase is kept on the back of each application card. Each ticket has a number, thereby allowing the City to monitor tickets which are lost or stolen.

An administrative aide for the City of Fremont devotes approximately 5% of his time to overseeing the Senior Citizen Taxi Service. In addition, one clerk-typist devotes 25% of her time to the program, accepting applications and handling program correspondence.

2.6.4 Impact on Travel Demand

Under the terms of the contract, the program was to provide up to 1190 taxi rides per month to eligible seniors in Fremont and Newark. Estimates indicate that there are three times as many eligible residents in Fremont as in Newark; therefore, Fremont's monthly service goal would be approximately 893 rides per month. During the first six months (May 1976 - October 1976) the program averaged 352 trips per month; this figure increased to 474 trips per month during the next five months (November 1976 - March 1977). Because some ride-sharing takes place, the actual number of rides per month will be slightly higher than the figures cited above. Figure 2-5 shows the volume of service over the first eleven months of the program:

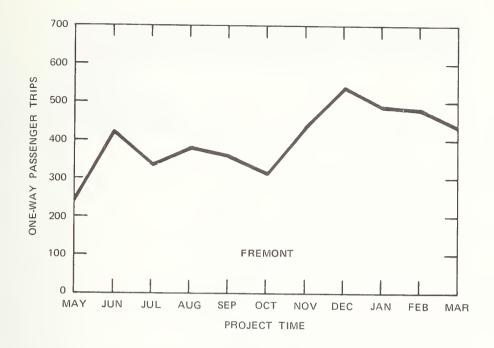


FIGURE 2-5. PROJECT RIDERSHIP PATTERN (MAY, 1976 – MARCH, 1977)

Table 2-2 indicates the pattern of ticket purchase and usage over the same period of time. Despite the growing number of coupons in circulation, which parallels the growth in total enrollment, the number of coupons per registrant appears to remain relatively constant: approximately seven.*

Voucher data for the 30-day period of October 26 through November 24** 1976 were analyzed to determine the number of users per day, and per month, as well as the number of rides per person

^{*} As in the San Leandro case, these data are included for planners interested in estimating the interest cost of prepayment systems such as this one. Again, while a number of coupons are likely to be in circulation at any given time under such a system, the analysis required to determine whether in fact significant numbers of tickets are never used has not been undertaken in the brief evaluation presented here.

^{**} November 25, Thanksgiving Day, was not included in the analysis as there was no taxi service on that day.

TABLE 2-2.
PATTERN OF USAGE
FREMONT

	Month	Total Registrants	Coupons in Circulation	Coupons in Circulation per Registrant
1976	May	162	953	5.9
	Jun	252	1289	5.1
	Jul	275	1595	5.8
	Aug	292	1761	6.0
	Sep	309	1828	5.9
	Oct	320	2031	6.3
	Nov	334	2552	7.6
	Dec	354	2698	7.6
1977	Jan	366	2935	8.0
	Feb	389	2788	7.2
	Mar	403	2827	7.0

per month. A total of 106 persons used the subsidized taxi service during this period, taking a total of 467 one-way trips. During the same time period there were 327 persons registered in the program. Thus, within a given month, roughly one-third of those registered in the program actually use the subsidized taxi service. The average number of trips taken per registrant during this period was 1.4. The average number of trips taken per active user was 4.4.

For all persons registered in the program, the number of rides taken during this period is shown in Figure 2-6:

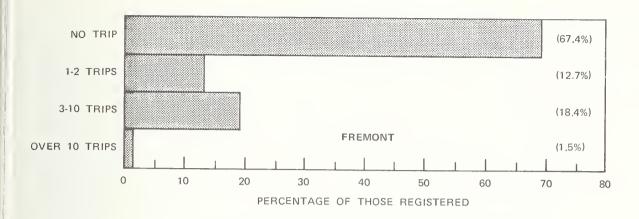


FIGURE 2-6. TRIP FREQUENCY (OCTOBER 26 - NOVEMBER 24, 1976)

During the 30 day period analyzed, the program provided an average of 15.6 rides per day: 17 rides per weekday, and 11.5 rides per weekend day. The breakdown by day of the week is shown below; these figures are based on the four-week period of October 26 through November 22, 1976.

Day	Client Trips	Average Trips Per Day	% Of All Trips
Monday	69	17.3	16.0
Tuesday	62	15.5	14.4
Wednesday	67	16.8	15.5
Thursday	70	17.5	16.2
Friday	72	18.0	16.7
Saturday	35	8.8	8.1
Sunday	57	14.3	13.2

Ticket purchases for each client are recorded on the back of his or her application form; analysis of the records of 100 registrants yields the following data:

After nine months of operation, over one-quarter of those registered for the service had never used it. Those using the service were split fairly evenly between those purchasing tickets once and those who made multiple ticket purchases. On

average, seniors purchasing taxi tickets waited 58 days to use the tickets.*

The breakdown by sex and age of the 100 registrants surveyed was as follows:

Sex		Age	
Female:	84	60-69:	31
Male:	14	70-79:	44
		80-89:	22
		No age given:	3

Hence, females comprised the majority of those surveyed, and the average age was 73.4 years.

2.6.5 Service Productivity and Economics

The average trip distance per one-way ride is 2.13 miles; the City currently pays S&M Taxi Company at the rate of \$2.50 per ride.** When the 10% in-kind contribution by the taxi company is subtracted, the actual cost to the City per ride is \$2.25. Subtracting the user cost of \$.50 per ride, the subsidy cost from grant funds is \$1.75.

The in-kind contribution by the City of Fremont to administer the program must be added to this cost. These costs were figured at \$2622 per year. According to City personnel who administer the program, at the end of eight months of operation, these estimates proved to be somewhat understated: for the period from May to

^{*} This figure was derived by analyzing 144 tickets used for rides during the week of December 1-7 and turned in by the taxi company. The serial numbers on the tickets were checked against the purchasing records kept on the back of the clients' application forms. Fourteen of the 144 tickets had no "match": their serial numbers were not recorded on the application forms.

^{**} The company has asked that this rate be increased to \$3.00 per ride, minus the 10% discount, so that actual cost per ride would be \$2.70. This action is pending at this time.

December, such costs amounted to \$2104. If one looks at the number of rides (3107) given during this same period of time, then the added administrative cost per ride is \$.68, for a total subsidy cost of \$2.43 per ride. If one assumes that the unused portion of coupons will eventually be used, then for the same period, 5795 potential trips have been provided, producing an administrative cost per ride of \$.36, resulting in a total subsidy cost of \$2.11 per ride.

2.6.6 Demonstration Impacts

As of April 1977, 403 seniors living in Fremont had registered in the Senior Citizen Taxi Service, which had provided a total of 4488 rides. Of the target population of 1250, the program has served 32%.

In October of 1976, six months after the start of the program, the City of Fremont sent out postcards to 100 people registered with the subsidized taxi service. Of the 62 responses received, three-quarters rated S&M Taxi Company's service level as "good" or "excellent". Some respondents stated that they had called the taxi company between 6:00 a.m. and 6:00 p.m. (the stipulated hours) and been refused service; and some also claimed that on occasion they had called the taxi company for a ride and been forced to wait longer than one hour.

2.6.7 Fremont Summary

The Fremont Senior Citizen Taxi Service has exhibited a steady growth in the volume of senior citizens registered with the program and in the number of taxi trips provided by the program. Overall, the users, sponsors and supplier of the service are satisfied with the operation; the City hopes to continue to receive County funding for the service.



3. SUMMARY AND CONCLUSIONS

3.1 SUMMARY OF FINDINGS

In all locations, the subsidized taxi programs studied are successfully delivering transportation service to elderly and handicapped residents. Overall, the client response to the programs has been and continues to be extremely favorable; the taxi providers also appear pleased with the service, which generates additional revenues for them and evens out fluctuations in the demand for service during their base period. Table 3-1 summarizes the characteristics of the six projects examined in this report.

With regard to specific program characteristics, the findings of this report may be summarized as follows:

- All of the six subsidized taxi services studied have experienced steady growth in client enrollment since they began operations.
- 2. The six programs vary with respect to the criteria established for client eligibility. All require residency and all serve senior citizens, variously defined as persons 60 or over, over 60, 62 or over, and 65 or over. In San Leandro and Fremont, only handicapped seniors or those lacking access to public transit are eligible, whereas handicapped non-seniors qualify for the subsidized taxi services in Palo Alto and Sunnyvale. The eligibility criteria established by Santa Clara County, Palo Alto and Sunnyvale include income restrictions.
- 3. Subsidized taxi trips for recreational purposes are not permitted by the San Leandro and Santa Clara County programs, which permit trips to doctors, hospitals, grocery stores, banks, government offices, and the like. None of the other programs place restrictions on trip purpose.
- 4. Most subsidized taxi services were publicized by local



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	VG. RIP	AVERAGE COST PER TRIP					
LOCATION	ENGTH MI.)	USER PAYMENT	SUBSIDY	TAXI CONTRIBUTION	METER COST		
San Leandro	1.7	\$.50	\$1.70	\$.10	\$2.30		
Santa Clara County	15.4	.00	3.78	.70	4.48		
Sunnyvale	N.A.*	.50	2.30	.00	2.80		
Palo Alto	2.0	.45	2.25	.00	2.70		
Lafayette	1.7	.63	.63	.14	1.40		
Fremont	2.5	.50	1.75	.25	2.50		

^{*} Data not avai



TABLE 3-1. COMPARISON OF PROJECT CHARACTERISTICS

PROJECT			ELIGIBLE	TRIPS	AVG. TRIP	AVERAGE COST PER TRIP							
LOCATION	SQ. MI.	POPULATION	AGE (MONTHS)	USER ELIGIBILITY	LIMITS TO SERVICE	POPULATION (EST.)	CLIENT REGISTRATION	PER MONTH (AVG.)	LENGTH (MI.)	USER PAYMENT	SUBSIDY	TAXI CONTRIBUTION	METER
San Leandro	15	70,000	23	Resident; 60 and over; and handicapped or lacking access to transit.	Limited trip purposes. Destinations must be within city limits, except limited medical trips to Hayward and Oakland. Each client is allowed 10 coupons per month; a couple is allowed 14 coupons per month.	2,600	396	637	1.7	\$.50	\$1.70	\$.10	\$2.30
Santa Clara County	1,302	1,197,100	18	Resident; over 60; and physically or emotion- ally handicapped.	Limited trip purposes. Destinations include eight cities. Each client is allowed 16 one-way trips per year.	20,500	861	497	5.4	.00	3.78	. 70	4,48
Sunnyvale	24	103,000	33	Resident; 62 and over; or handicapped and low-income.	Service limited to the hours of 9 AM - 4 PN. Destinations must be within city limits, except for El Camino Hospital in Mountain View and Kaiser Hospital in San Jose. Each client is allowed 30 tickets per calendar quarter.	7,150	2,000	N.A.*	N.A.*	.50	2.30	.00	2.80
Palo Alto	25.7	56,000	27	Resident; over 18; mobility-impaired; and low-income.	Destinations must be within city limits of Falo Alto, Menlo Park and Atherton. Each clieut is allowed one book of scrip per month.	2,500	685	1650	2.0	.45	2.25	.00	2.70
Lafayette	13	19,500	34	Resident; 65 and over.	Trips outside city limits must be one-way unless the driver waits for the client.	2,413	140	475	1.7	.60	.63	.14	1.40
Fremont	93	117,400	14	Resident; 60 and over; and handicapped or lacking access to transit.	Service limited to the hours of 6AM-6PM. Des- tinations must be within the city limits of Fre- mont and Newark. Each client is allowed 16 cickets per month.	1,250	403	413	2.5	.50	1.75	.25	2.50

^{*} Data not available.



- newspapers and senior activity centers; the effectiveness of these channels varied from city to city. The outreach efforts of all programs were aided by word-ofmouth publicity, according to program administrators.
- 5. All programs studied permit clients to share rides for the price of one fare on an informal basis. However, only the Santa Clara County system operates in a shared-ride mode: a full-time staff person schedules all requests for taxi service, grouping clients together in a single taxi whenever possible. According to taxi providers, clients in all programs rarely take advantage of group-riding, although the latter serves to reduce the fare paid by the client in most cases. Even in Santa Clara County, the number of passengers per taxi trip averages only 1.2.
- 6. Average client fares vary from zero in Santa Clara County, which provides a 100% client subsidy, to \$.63 per one-way trip in Lafayette, where clients pay 45% of the meter cost of the trip. Only one city, Palo Alto, encourages clients to tip the driver; all other programs discourage this practice.
- 7. Estimates regarding the average trip distances traveled range from 1.75 miles per one-way trip in the San Leandro program, to 5.4 miles per one-way trip in the Santa Clara County Escort Project.
- 8. Average meter costs range from \$1.40 per one-way trip in Lafayette to \$3.78 per one-way trip in Santa Clara County, which furnishes taxi service among eight cities to eligible County residents.
- 9. Average subsidy costs to the agencies funding the subsidized taxi services vary from \$.63 per one-way trip in Lafayette to \$3.78 per one-way trip in Santa Clara County.
- 10. All programs but that of Palo Alto are billed by the taxi companies on a bi-weekly or monthly basis, after taxi

service has been furnished to program clients; this procedure appears to function smoothly. The City of Palo Alto prepays the taxi company for the books of scrip sold to clients each month.

3.2 IMPLICATIONS FOR TRANSFERABILITY

From the findings regarding the six programs examined emerge a number of common features which are likely to characterize subsidized taxi programs in a variety of settings. The following points summarize the implications for transferability of the foregoing analysis:

- Subsidized taxi service appears to be an economically viable mode of providing transportation to elderly and handicapped people. The total cost per passenger-trip of the programs studied is clearly less than the comparable cost figure for bus systems serving the elderly and handicapped, which generally cost \$3.00 or more per passenger-trip.
- 2. Because taxi service constitutes an existing, familiar mode of transportation, it requires little or no consumer education or training; start-up and transition problems therefore tend to be minimal.
- 3. Concerns that the programs would trigger an impossibly high level of demand proved unfounded; trip rates among four of the six cities exhibited little variation, averaging approximately 500 trips per month.* Where high levels of demand were anticipated, the initial program publicity was carefully limited in order to ensure a manageable level of enrollment. It seems clear that phased implementation of the program is an important element of the planning process.
- 4. Taxi operators appear ready and willing to participate in arrangements with local governments, social service agencies, and other subsidizers in order to provide taxi service

^{*}Project Mobility in Palo Alto delivered 1,650 rides per month; Sunnyvale keeps no records of trip rates.

to elderly and handicapped people. While such a service often creates additional paperwork for the taxi provider, the administrative burdens were felt to be minimal, or at least tolerable, by the taxi companies serving the six programs examined; in fact, some companies even offered discounts in order to obtain the business generated by the programs. Despite concerns expressed within the taxi industry over potential liability problems in assisting elderly and handicapped clients, the taxi providers studied were, on the whole, very willing to assist clients.

Subsidized taxi programs exhibit a variety of workable 5. financial arrangements among taxi operators, clients and subsidizers of the service; however, there is some evidence that prepayment schemes are undesirable. Tickets which the subsidizer prepurchases from the taxi company are not always bought or used by the clients of the service within the same time period; thus, the taxi company may be paid for services that are not rendered.* Moreover, in two cities not discussed in this report, Alameda and Oakland, clients of the City-run subsidized taxi services prepurchased large amounts of scrip which they have since been unable to redeem. The Oakland program was never begun, and the Alameda program was halted after six months of operation, when the company providing taxi service to both programs declared bankruptcy. both cases, major administrative difficulties have resulted. In the programs examined, most companies were willing to

^{*}By the same reasoning there are corresponding losses to the user if coupons or tickets are prepurchased, even at discounted prices, from the subsidizing government agency. All of the projects evaluated herein have such prepurchase arrangements. However, as in the Danville, Illinois subsidized taxi project, users can pay at the time the trip is taken, paying in cash and signing a voucher for the subsidized portion. Details are given in Final Evaluation Report, Danville User Side Subsidy Demonstration Project, prepared for U. S. DOT-TSC, by Crain & Associates, June 1977.

- accept an arrangement of reimbursement for taxi services delivered; therefore, there appears to be no compelling reason for prepayment.
- 6. In most programs studied, the administrative problems were minor; however, where record-keeping was minimal or erratic, administrators did experience difficulties in monitoring the program budgets. Programs with accurate, detailed records of such indicators as client enrollment, ticket sales, and rides delivered encountered few budgetary crises. In general, the administrative costs of operating subsidized taxi services seem to increase the cost per passenger trip by approximately 15%.
- 7. Elderly and handicapped clients seem to experience no major problems in utilizing taxi service; they are quite capable of managing seemingly complex payment systems involving scrip, voucher sheets, reorder forms, and the like. The program requiring clients to place their orders for taxi service 24 hours in advance reported no difficulties on the part of the clients.
- 8. Program administrators and taxi operators generally had little information regarding the frequency of and potential for group-riding among clients. Nevertheless, there are some indications that clients are reluctant to exercise this option when offered, as in the Palo Alto case. As group-riding serves to reduce the total cost per passenger trip, it merits further attention and effort on the part of program administrators.
- 9. None of the systems studied have a total capability; i.e., none are able to serve elderly and handicapped people who cannot use taxis. One solution would involve the purchase of special wheelchair vans, which could be used along with the regular taxi fleet to serve elderly and handicapped clients. Nevertheless, despite the fact that existing programs do not provide comprehensive service, they are without question regarded as viable by their

client populations, their administrators, and their communities.

In sum, the subsidized taxi system offers much promise as a means of delivering transportation service to most elderly and handicapped individuals.



APPENDIX A

SAN LEANDRO DOCUMENTATION

City of San Leandro Civic Center, 835 E. 14th Street San Leandro, California 94577



HUMAN RESOURCES DEPARTMENT

We would like to remind you of the places you may ride to with the Senior Adult Taxi Program.

You may ride in San Leandro from your home to medical services, essential services limited to grocery stores, banks, laundromats and pharmacies and Senior Activity Centers and return to your home. Trips for medical purposes to Oakland or Hayward will be limited to one trip per month. All other trips are not allowed under this program. We ask you not to use your coupons for any other destinations.

We hope this program is helpful to you. Thank you for your cooperation.

DON GOMES

Human Resources Coordinator

/jg(100) 8/12/76

A-1

Jack D. Maltester, Mayor

City Council: Joseph J. Coppa, Vice Mayor; Mrs. Faith Frazier;

Valance Gill;

L. N. Landis;

Gunner Seymon;

Richard D. Soares.

Lee Riordan, City Manager



City of San Leandro

HUMAN RESOURCES DEPARTMENT

N E W S R E L E A S E

638X41X05X

Date July 15, 1975

FROM: HUMAN RESOURCES DEPARTMENT 577-3395

The City of San Leandro will begin a Senior Citizen
Taxi Program on August 1. This program will allow senior
citizens to travel in San Leandro from their home directly
to medical services, essential shopping and Senior Activity
Centers for 50¢.

This program was made possible by a grant of \$19,500 from the Alameda County Commission on Aging. The City of San Leandro has also put up a share of the total cost. The Veterans-Yellow Cab Company will provide the rides within the scope of their normal operation.

To be eligible, persons must be 60 years of over, live in San Leandro city limits, cannot utilize public transit due to inaccessibility or disability, receive Social Security, Supplemental Security Income, welfare or meet other income requirements.

Applications are available through the Human Resources Department at 577-3395.

DG:jg

HAPPY * TALK

NEWSLETTER FOR SAN LEANDRO SENIOR ADULTS

Published monthly by San Leandro Human Resources Department

Volume 3, Edition ?

July 1975

Page 1

SENIOR CITIZEN TAXI RIDE PROGRAM

The City of San Leandro has received a grant from the Alameda County Commission on Aging to provide a special transportation service for senior citizens who are physically unable to use public transportation or where public transportation is inaccessible.

Eligible seniors will be able to ride a taxi within San Leandro for 50¢ to doctors, dentists, health clinics, hospitals, grocery stores and senior activity centers.

To be eligible, you must live in San Leandro, be over 60, have an income below the set limits (Family of 1-\$4,650; Family of 2-\$6,200,etc.) and be physically unable to use public transit and/or have lack of access to public transit.

To take your taxi ride, you simply call the Cab Company, present your signed coupon, ride to your destination, sign a voucher and there you are.

You can purchase coupons (up to ten a month) by mail for 50¢ each. The starting date for taxi service will not begin before August 1. For more information and to get an application, call the Human Resources Department at 577-3395.

GOLD CARDS ARE JUST LIKE GOLD!!

Those of you who have a Gold Card issued by the City of San Leandro (and there are over 5,700 which have been issued to date) have many benefits available. Your card is valuable so hang onto it! Here are some of the things your card does for you:

- -Free tuition for San Leandro Adult School.
- -Free instructional fee for all City of San Leandro Recreation classes.
- -Reduced green fees at the Marina Golf Course.
- -Free swimming at City and San Leandro Unified School District pools.
- -Many downtown merchants honor the Gold Care for discounts.
- -Free rides on A.C. Transit in the East Bay.
- -Free admission to San Leandro High School, Pacific High School, Bancroft Junior High and John Muir Junior High plays, musicals, and athletic events.

Your Gold Card does <u>not</u> expire. Some of the eligible items may change or even be added from time to time, but your card is always good.

Again, hold onto your Gold Card--it is valuable!!!

GOLD CARDS WILL CONTINUE TO BE GOOD FOR A. C. TRANSIT RIDES FOR ANOTHER YEAR.

NEWSLETTER FOR SAN LEANDRO SENIOR ADULTS

Published monthly by San Leandro Human Resources Department

Volumne 3, Edition 9

September 1975

Page 1

SENIOR CITIZENS TAXI PROGRAM

Many of you have made use of the Senior Citizen Taxi Program. We encourage you to apply and make use of this valuable service.

To be eligible user, you must be 60 years or over, live in San Leandro city limits. not able to use public transit due to inaccessibility or disability, and meet certain income requirements (receive Social Security, Supplemental Security Income, Public Assistance with income no to exceed \$4,650 for a family of one and \$6,200 for a family of two.)

As an eligible ride in San Leandro medical services. (grocery stores, laundromats) and Centers and re-

To serve persons as posmedical purposes convelescing or Hayward will trip per month. Oakland may Oakland with a a full fare for

user, you may from your home to essential shopping, banks, and Senior Activity turn to your home.

as many elgible sible, trips for or visiting of relatives in Oakland be limited to one Those travelling to only ride into coupon and must pay the ride back to

San Leandro. This is necessary because Veterans-Cab Company's license does not allow them to make pickups in Oakland.

You may purchase up to TEN (10) ride coupons per month at 50¢ each.

For more information and to get an application, call the HUMAN RESOURCES DEPARTMENT at:

577-3395

to supplie to supplie of a later of the of a supplied to a second line, and the design of the dear and the

SPECIAL NOTICE - PUBLIC HEARING

The Alameda County Commission on Aging will hold a public hearing in San Leandro at the Community Library Center, 300 Estudillo Avenue, on Wednesday, September 10, 1975, from 2:30 pm to 4:00 pm. This will be your chance to say what and where the County should put its energy and resources for the elderly. Items to be considered include: transportation, nutrition, health, legal assistance, housing, and more. ં છોલા જ ઓલા જ ઓલાજ જમીદાન જ ઓલાજ જાણેલું જ ઓલાજ મોણન જ મોણન જ મોણન જ મોણન જ માણ

City of San Leandro HUMAN RESOURCES DEPARTMENT

SENIOR CITIZEN TAXI APPLICATION CARD

NAME		Phone	Date of Birth
ADDRESS		Zip	
Annual Family Income Range (please check appropriate box [] under \$1,000 [] \$1,000 - 1,999 [] \$2,000 - 2,999 [] \$3,000 - 3,999 [] \$4,000 - 4,999 [] \$5,000 - 5,999 [] \$6,000 - 6,999 [] \$7,000 - 7,999 [] \$8,000 - 8,999 [] \$9,000 - 9,999 [] \$10,000 and over	[]	Too far from public t	rief but specific)
Number in family	(S	ignature)	(Date)

Date	# of coupons	coupon numbers	amount received	remarks
				5.7
				E. J.
				i
				100,0213
				[1 \$16,309 av.
				<u>िस्त्री यह गडताच्या ।</u>

City of San Leandro Civic Center, 835 E. 14th Street San Leandro, California 94577



HUMAN RESOURCES DEPARTMENT

577-3391

Hello,

We are happy you wish to make use of the Senior Citizen Taxi Program. To be eligible you must be 60 years or over, live in San Leandro city limits, and be unable to use public transit due to inaccessibility or disability. There are no income limits on the program; however, we ask that you examine your finances to be sure you cannot afford your own transportation or that other means of transportation are not available to you. There is a limited amount of money available for this program, and we want you to help us insure that those who really need the service are getting it.

As an eligible user, you may ride in <u>San Leandro</u> from your home, or return, to any of the following destinations: ALL MEDICAL SERVICES, PHARMACIES, GROCERY STORES, BANKS, LAUNDROMATS, and SENIOR ACTIVITY CENTERS.

In addition, you are permitted, for medical purposes only, one round trip to Hayward per month or a one-way trip to Oakland. Those traveling to Oakland for medical purposes may only ride into Oakland with a coupon and must pay a full fare for the ride back to San Leandro because the license of Veterans-Yellow Cab Company does not allow them to make pickups in Oakland.

In order that we can serve as many eligible persons as possible, we ask that you confine your destinations to those we have listed. Please fill out the front of the enclosed card and return it, along with payment (payable to City of San Leandro) for your coupons. The coupons are 50¢ each and you may purchase up to ten (10) each month.

Very truly yours,

DON GOMES

Human Resources Coordinator

DG:10 2/77

Enc.

Jack D. Maltester, Mayor

City Council: Joseph J. Coppa, Vice Mayor; Mrs. Faith Frazier;

Valance Gill:

L. N. Landis:

Mrs. Faith Frazier; Gunner Seymon;

A-6

Richard D. Soares.

Lee Riordan, City Manager



(Sign here when purchased)

City of San Leandro

This coupon entitles the bearer to one (1) taxi ride from home to an eligible destination or return to home from an eligible destination.

(Sign here when used)

THIS ENVELOPE CONTAINS YOUR TAXI COUPONS. WE SUGGEST YOU KEEP THEM IN THIS ENVELOPE.

- -Sign your coupons when you get them.
- -You may ride to any of the destinations listed below, as long as they are in the City limits of San Leandro:
 - -Doctor, dentist, health clinic or hospital, including Fairmont Hospital
 - -Grocery store
 - -Senior Activity Center
 - -Bank and Laundromat
 - -Pharmacy
- -To get a ride call (24 hours a day) the Veterans-Yellow Cab Company at 537-3131. When they pick you up. present your signed coupon. At the end of your ride, sign the coupon again, as well as a voucher sheet the driver will give you.
- -Trips for medical purposes or visiting convelescing relatives in Oakland or Hayward will be limited to one trip per month. Those travelling to Oakland may only ride into Oakland with a coupon and must pay a full fare for the ride back to San Leandro. This is necessary because Veterans-Yellow Cab Company's license does not allow them to make pickups in Oakland.

REMINDER: The cab driver is not allowed to wait at destinations.

DRAFT

City of San Leandro

SENIOR CITIZEN TAXI PROGRAM

VOUCHER SHEET

	DATE
PICKUP POINT	TIME
DESTINATION	
METER READING	
DRIVER	
I verify that the information above is	correct.
jg 7/2/75	(Signature of Rider)



Veterans-Yellow CAE (415) 537-3131 Parcel Delivery (415) 886-3333

22547 WATKINS STREET HAYWARD CALIFORNIA 94541 NEWMAN-SMALLEY CORP.

DECEMBER 31, 1976

DON GOMES HUMAN RESOURCES COORDINATOR 835 E. 14th STREET SAN LEANDRO, CA. 94577

STATEMENT

TO BILL YOU FOR THE TRANS PERIOD OF 12/16/76	SPORTATION OF SENIOR CITIZENS FOR THE POSITION OF SENIOR $\frac{12}{31}$
TOTAL TRIPS 315	
PLEASE REMIT \$ 731.69	TO VETERANS YELLOW CAB COMPANY 22547 WA TK INS STREET HAYWARD, CA. 94541



APPENDIX B

MIS Program Code # SANTA CLARA DOCUMENTATI	ION MIS Site Code #
CONSOLIDATED ESCORT PROJECT: MASTE	R LIST APPLICATION
	ID #
APPLICANT'S NAME:	DOB:
(Last) (First)	
ADDRESS: (Street Name & Number) (Apt. #)	
CONTACT PERSON	(City) (Zip)
PHONE: (If Necessary):	Phone:
SPECIAL NEEDS:	
(What physical/medical conditions pre SSI	
INCOME STATUS: Low Medi/Cal Other (Low In	come: \$296/mo Indv1; \$542/mo Couple)
MALE: FEMALE: ETHNIC BACKGROUND:	
SPECIAL TRANSPORTATION NEEDS:	
	ment to be Handled)
UNITS USED: Nov. Dec. Jan. Feb.	Mar Apr MayJune
APPLICANT REFERRED TO SERVICE BY:	
AFTEROATT REFERRED TO SERVICE DY.	
NTO Decree Code II	MIC Cita Codo #
MIS Program Code #_46	MIS Site Code #
CONSOLIDATED ESCORT PROJEC	T: INTAKE FORM
	T: INTAKE FORM
CONSOLIDATED ESCORT PROJECT	T: INTAKE FORM Phone #: ID #
CONSOLIDATED ESCORT PROJEC	T: INTAKE FORM Phone #:
CONSOLIDATED ESCORT PROJECT Date & Time of Intake: Client's Name: (Last)	Phone #:ID #
CONSOLIDATED ESCORT PROJECT Date & Time of Intake: Client's Name: (Last) From: (Address) (Apt. #)	Phone #:ID #(City) (Zip)
CONSOLIDATED ESCORT PROJECT Date & Time of Intake: Client's Name: (Last) From: (Address) (Apt. #)	Phone #:ID #(City) (Zip)
CONSOLIDATED ESCORT PROJECT Date & Time of Intake: Client's Name: (Last) From: (Address) (Apt. #) To: (Doctor's Nameor Other) (Phone) (Address)	T: INTAKE FORM Phone #: ID # (First) (City) (Zip) Idress) (Suite #) (City)
CONSOLIDATED ESCORT PROJECT Date & Time of Intake: Client's Name: (Last) From: (Address) (Apt. #) To: (Doctor's Nameor Other) (Phone) (Address)	Phone #: ID # (City) (Zip) Idress) (Suite #) (City)
CONSOLIDATED ESCORT PROJECT Date & Time of Intake: Client's Name: (Last) From: (Address) (Apt. #) To: (Doctor's Nameor Other) Stops Along the Way: Appt. Time: Date: Service	Phone #: ID # (City) (Zip) Idress) (Suite #) (City) Provided by: (Name & Position)
CONSOLIDATED ESCORT PROJECT Date & Time of Intake: Client's Name: (Last) From: (Address) (Apt. #) To: (Doctor's Nameor Other) (Phone) (Address)	Phone #: ID # (First) (City) (Zip) Idress) (Suite #) (City) Provided by: (Name & Position) Last
CONSOLIDATED ESCORT PROJECT Date & Time of Intake: Client's Name: (Last) From: (Address) (Apt. #) To: (Doctor's Nameor Other) Stops Along the Way: Appt. Time: Date: Service Inappropriate Under Service Refused: Purpose Age 60 Area	Phone #: ID # (First) (City) (Zip) Idress) (Suite #) (City) Provided by: (Name & Position) Last Minute Other
CONSOLIDATED ESCORT PROJECT Date & Time of Intake: Client's Name: (Last) From: (Address) (Apt. #) To: (Doctor's Nameor Other) (Phone) (Address) Stops Along the Way: Appt. Time: Inappropriate Under Out of Service Refused: Purpose Service Referred to: (Name of Agency, Contact Personners)	Phone #: ID # (First) (City) (Zip) Idress) (Suite #) (City) Provided by: (Name & Position) Last Minute Other
CONSOLIDATED ESCORT PROJECT Date & Time of Intake: Client's Name: (Last) From: (Address) (Apt. #) To: (Doctor's Nameor Other) Stops Along the Way: Appt. Time: Date: Service Inappropriate Under Service Refused: Purpose Age 60 Area	Phone #: ID # (First) (City) (Zip) Idress) (Suite #) (City) Provided by: (Name & Position) Last Minute Other



APPENDIX C

SUNNYVALE DOCUMENTATION

CITY OF SUNNYVALE

ELIGIBILITY APPLICATION - SUPPLEMENTAL TRANSIT SERVICE

CERTIFICATE NUMBER	DATE ISSUED
NAME	
ADDRESS	TELEPHONE
Eligibility is Cla	imed as Follows:
SENIOR - 62 Years of Age or older	HANDICAPPED - Signed Certificate of Disability
Birth Certificate () Date of Birth	Social Security Administration
Medicare Card	Veterans Administration
Valid California Driver's License	Other
Other	d that all the above to form the state of
I certify that I am a Sunnyvale resident and	that all the above information is true.
Signature of Applicant	Signature of Certifier

Ticket Numbers	Quantity	Quarter Ending	Ticket Numbers	Quantity	Quarter Ending	Ticket Numbers	Quantity	Quarter Ending
	, , , , , , , , , , , , , , , , , , , ,						, , , , , , , , , , , , , , , , , , , ,	

CITY OF SUNNYVALE NO 2236 DERTIFICATE OF ELIGIBILITY
T ELDERLY THANDICAPPED
SUPPLEMENTAL TRANSIT SERVICE
NAME
SIGNATURE OF USER
SIGNATURE OF CERTIFIER
(DEC REVERSE SIDE FOR CONDITIONS)

CITY OF SUMMANALE
Supplemental Transit Service
FOR THE SUCCILLY AND
HAMBIOLINES

You must present this ficient
and your Elig citity Certificate
Cerd to the driver when you
first enter the tericab.

COED FOR ONE
ONE-WAY LOCAL TRIP ONLY

CHY OF SUMMER'S
Supplemental Probable Services
FOR THE ELECTIVE AND
HAMDIOANNED

CITE VILLE - 200
You must present this Notes
and your Emploity Certificate
Card to the driver when you first enter the taxicab.
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ELIZING TO

CITY OF SUNNYVALE
Department of Finance - Revenue Division
Post Office Box 607
Sunnyvale, CA 94088

ORDER FOR SUPPLEMENTAL TRANSIT SERVICE TICKETS

Enclosed is my payment in the amount send me the following:	of \$, for which please
Quantity tickets at Fifty Cent	s (50¢) each - \$ Total Amount
(Send Check or Money Order -	DO NOT MAIL CASH)
My Eligibility Certificate Number is .	
(Date)	(Signature)
Telephone Number	(Street Address or P.O. Box)

APPENDIX D PALO ALTO DOCUMENTATION PROJECT MOBILITY Subsidy 90% 70% 50% (Circle)

Name	Male <u>/_/</u>	Card No
Address	Female // Single //	Verification
Telephone numbers: WorkHome	Married <u>/</u> /	
Age Birth Date Social Security N	0:	
Reason for your inability to use public transportat	ion: (1) Chron:	ic condition //
(2) Visual limitations \overline{f} (3) Mental limitations	/_/ (4) Function	onal limitations //
(5) Hearing limitations $\overline{//}$ (6) Other $\overline{//}$		
Describe:		
What is your present means of transportation? (1)	Dependent on rela	atives ///
(2) Dependent on friends $\overline{///}$ (3) Bus sometimes $\overline{///}$	(4) Drives car	r sometimes //
(5) Taxis $\frac{1}{1}$ (6) Vans for Handicapped $\frac{1}{1}$ (7) Ot	her /// Explain:	
Do you drive a car? Yes No		
If yes, do you have a car available to drive? Yes_	No	
How many are in your household? Self Spous	e No. of Chil	drenOther
Social Security	Yes / / No / /	
Supplemental Security Income (SSI)	Yes /// No ///	\$
Other form of pension or disability benefits	Yes / / No / /	\$
Source of benefits?		_
Are you employed?	Yes / / No / /	\$
Do you have other sources of income?	Yes /// No ///	\$
What is the total monthly income of related individuals in your household?		\$
	TOTAL	\$
ENROLLED / NOT ENROLLED / Explain:		
I am a resident of Palo Alto and the above informat knowledge. City staff have my permission to contact if necessary, to verify income or disability.	ion is true to th	ne best of my
Signed		
Approved by D-1	Date	

WAIVER OF LIABILITY

I desire to participate in the City of Palo Alto's senior/handicapped transportation service, known as Project Mobility. I hereby assume the risk of accident or injuries sustained from whatever cause in connection with my participation in Project Mobility and release the City of Palo Alto and its officers, agents, and employees from any and all liability for any such accident or injury.

Signature	
Name (printed or typed)	Age
Address	-
City/Zip	_
Phone Number	_

	PROJECT	MOBILIT	Υ
Name	Section Control	'	
Address	e resignation		
Expiratio	n Date	No.	141 4 1

Identification Card



- An Experimental Project of the City of Palo Alto -

Eligibility:

Over 18 years of age Palo Alto resident Mobility-impairment proof of age may be required proof of residence required those who are unable to walk from their residence to the nearest bus stop and board a bus safely by themselves; and who cannot drive a car.

Enrollment:

Senior Services Center, 270 Forest Avenue, Palo Alto (Downtown Library)

Scrip:

You may buy one book of scrip per month.

Value of each book - \$20.00. Subsidy - 50% - 90%.

Scrip does not have to be used during the month in which it is purchased.

Books of scrip will be sold at the Utility Counter, First Floor, Civic Center, 250 Hamilton Avenue.

If ordering by mail, send cash or check and "Project Mobility" card to Treasurer's Department, City of Palo Alto, 250 Hamilton Avenue.

REMEMBER:

- ** When you call for a cab, tell the dispatcher you are a "Project Mobility" passenger and whether the driver should come to your door.
- ** Show your "Project Mobility" card to the driver.
- ** Give the driver extra scrip as a tip this insures that drivers will give their "Project Mobility" passengers the extra help they need.
- ** Please call in advance if possible the cab will pick up other passengers if it is practical.
- ** <u>Try</u> to arrange for more than one person to use this service at one timeplan trips with someone else.

FOR INFORMATION:

329-2308 or 329-2317

FOR A CAB:

321-1234



APPENDIX E LAFAYETTE DOCUMENTATION



CITY COUNCIL
Robert M. Fisher, Mayor
Walter H. Costa, Vice Mayor
Barbara H. Langlois
Ned Robinson
George W. Wasson

TO:	Checker Cab of Contra Costa 3661A-D Mt. Diablo Blvd. Lafayette, Ca. 94549						
FROM:	City of Lafe	ayette					
SUBJECT:	Report of Senior Citizens Taxi Coupons for the Month of, 19						
Attached are the lists of persons to whom coupon books were sold during the month of							
	Sales Summary						
		Number Sold	Amount Received	Total Value	Owed to Checker		
\$10.00 Cou	\$10.00 Coupon books						
\$20.00 Coupon books							
			Total due		\$		
The City now has on hand unsold coupon books of the following numbers:							
\$10.00:							
	\$20.00:						
Our check for the amount due will be forwarded within a few days.							





CITY OF FREMONT APPENDIX F FREMONT DOCUMENTATION SENIOR CITIZEN TAXI SERVICE APPLICATION CARD

Please Print

NAME		_PHONE	AGE
ADDRESS		ZI	Р
	BASIS FOR ELIGIE	BILITY	
	YES NO		
I am 60 years or older and am a resident of Fremont Are you unable to use existing public transportation because of isolation either geographic or due to mental or physical frailty.		I am a member of one of more of the following groups:	Low Income Minority
I affirm, under penalty of perjury, that belief.	the statements made here	in are true to the best o	f my knowledge and
Signature Form No. 1215		D	ate

Date	Number of Coupons	Coupon Numbers	Amount Received	Remarks

****	,			
		E-		L



City of Fremont

City Government Building Fremont, California 94538

Dear Citizen:

The City of Fremont is happy you are interested in participating in the Senior Citizens' Taxi Program. To be eligible you must be a resident of Fremont and be 60 years of age or older. You also have to be isolated from other forms of public transit due to distance or mental or physical frailty.

As an eligible user, you will be able to travel anywhere in the Cities of Fremont and Newark for \$.50 per one way trip.

To serve as many people as possible we are currently placing a limit of $\underline{\text{ten }(10)}$ $\underline{\text{taxi rides per month}}$ (5 round trips) per person. As the taxi program develops the number of taxi tickets available will be adjusted, and you will be notified.

Currently, S & M Taxi is the only taxi company who is participating in the Senior Citizens' Taxi Program. S & M Taxi will be available for service from the hours of 6:00 a.m. to 6:00 p.m, seven days a week. S & M Taxi has also agreed upon a maximum of one hour response time after your phone call. To reach S & M Taxi please dial 793-6565.

Please fill out the front of the enclosed application card and return it to the Revenue and Taxation Division, City Government Building, 39700 Civic Center Drive, Fremont, California 94538.

Reminder: This is only an application, please do not forward any money at this time.

If you have any questions or problems please call 791-4111 and ask for Doug Meyer.

Sincerely,

DOUG MEYER

Administrative Aide

DM:dac



City of Fremont

City Government Building Fremont, California 94538

Dear Citizen:

Congratulations: You have been accepted to participate in the Senior Citizens' Taxi Program.

Enclosed you will find your yellow identification card. Please sign your name on the appropriate line as soon as you receive it. You will have to show your identification card to the taxi driver before you ride, so put the card in a place where it will be secure and readily available for use. We recommend your wallet or purse.

Also enclosed you will find a green order card for your taxi ride tickets. You may order up to ten (10) rides per month at this point. The amount of tickets you will be able to purchase may change in the future as the program demands develop.

When ordering your tickets would you please enclose \$.50 for every ticket ordered. To assure the security of your order we ask you send only checks or money orders. Please make all checks and money orders payable to the City of Fremont.

You should address all correspondence to:

Senior Citizen Taxi Program Revenue and Taxation Department City Government Building 39700 Civic Center Drive Fremont, CA 94538

You may also pick up your taxi tickets in the lobby of the City Government Building.

Sincerely,

Administrative Aide

DM:dac

Enc.



CITY OF FREMONT

No.

SENIOR CITIZEN TAXI PROGRAM
IDENTIFICATION CARD

Signature of User

Signature of User

We dertified By

Form No. 1216

CITY OF SENIOR CITIZEN'S TA	FREMONT AXI RENEWAL FORM
I WOULD LIKE TO ORDER MOR	RE TAXI RIDE TICKETS FOR THE
MONTH OF ENCLOSED IS	\$.50 PER TICKET REQUESTED.
Please send checks or money orders only and make them payable to: CITY OF FREMONT	Signature
Please mail on the 25th of every month to: Revenue & Taxation Dept. City Government Building 39700 Civic Center Drive Fremont, CA 94538 Phone 796-3438	Print Name
Form No. 1218	Print Address



City of Fremont

City Government Building Fremont, California 94538

Dear Citizen:

Enclosed are your taxi ride tickets so you may participate in the Senior Citizens' Taxi Program. Upon receiving the tickets we ask you to sign the front of each ticket to guard against misuse.

To get a taxi ride call S & M Taxi at 793-6565. S & M Taxi will be available from the hours of 6:00 a.m. to 6:00 p.m., 7 days a week, and will respond to your call within one hour. When the taxi company picks you up, present your identification card and signed coupon. You will also be asked to sign a voucher sheet by the driver. The voucher sheet will state the place of departure, destination, and your identification number.

Also enclosed you will find a green reorder card for more taxi tickets. You should fill out this card as to the number of tickets you will need next month and return it by mail to Revenue and Taxation Division, City Government Building. The card may be mailed on the 25th day of every month. Remember, you must also enclose \$.50 per ticket ordered and you cannot order more than ten (10) tickets per month. (Note: These tickets do not have to all be used in the month ordered. They are good until April, 1977).

If you have any questions or problems, please write or call Doug Meyer, City Government Building, 39700 Civic Center Drive, Fremont, California 94538, telephone 791-4111

PLEASE ENJOY YOUR RIDE!

Sincerely,

DOUG MEYER

Administrative Aide

DM:dac

Enc.

City of Fremont

CITY OF FREMONT

· No.

SENIOR CITIZEN TAXI PROGRAM ONE TICKET - .50 VALUE

GOOD FOR A ONE WAY TAXI RIDE IN THE CITIES OF FREMONT AND NEWARK.

Please sign upon receiving

Void after 4/30/77

Form No. 1217

Form No. 1220



19869 Stm TAXI 36367CONCOVD NewdVK, CAL Orthurn means	9640 Dan PAJE 977 CUSTOMER'S ORDER	
pped To City Hall Fremont Benior Citizens TAXI Program - 198 tiekets 2t 2.25 Per.	SALESMAN IERMS F. O. B.	12
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ī	John Jan Dec 27 to JAN 10,197	New AVK, CAL Dan 1977 CUSTOMEN'S ORDER SALESMAN ITERMS TERMS JOHN END DEC 27 to JAN 10, 1977 CHARLES DEC 27 to JAN 10, 1977 CHARLES DEC 27 to JAN 10, 1977 CHARLES DEC 27 to JAN 10, 1977

CITY OF EPEMONT 4209
39700 CIVIC CENTER DR. 9453P
FREMONT, CA. 9453P

S E M TAXI 36586 DEPORAH NEWARK, CA 94560

CITY OF FREMONT 1-13-77 13370

REFERENCE DATE GROSS DISCOUNT NET

198TICKTS 01-11-77 445.50 445.50



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